



# Department of Defense DIRECTIVE

NUMBER 1100.4

August 20, 1954

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SUBJECT: Guidance for Manpower Programs

References: (a) DoD Directive 1100.2, "Preparation, Evaluation and Administration of Manpower Programs," August 20, 1953

## 1. PURPOSE

In accordance with reference (a), the Assistant Secretary of Defense (Manpower and Personnel) will issue each fiscal year guidance to be used by the Services in the preparation and administration of their manpower programs and will review such programs, military and civilian. This guidance will include the strengths to be used for programming and such detailed information, policies, and instructions as are pertinent to the fiscal year program under development.

The purpose of this Directive is to prescribe the continuing general manpower policies upon guidance such guidance shall be based.

## 2. OBJECTIVE

Accomplish approved national military objectives with a minimum of manpower so organized and employed as to provide maximum effectiveness and combat power. To this end, each Service shall seek optimum personnel utilization, maintain a high level of personnel performance and morale, and accomplish missions with a minimum number of personnel.

### 3. MANPOWER REQUIREMENTS

Each Service shall undertake only such programs as are actually essential, and shall program manpower requirements at the minimum necessary to achieve specific vital objectives.

Each Service shall program within the strengths confirmed by the Secretary of Defense with first priority assigned to major combat forces. Major combat units will be manned in accordance with Joint Chiefs of Staff guidance as approved by the Secretary of Defense. Remaining forces will be manned, within approved total strengths, adequately to support combat forces.

In areas which require military personnel only, manpower requirements shall be based upon applicable manning documents, with authorized strengths held to a minimum consistent with assigned tasks and missions. Civilian requirements will be determined on the basis of planning and workload factors with strengths maintained at the minimum necessary to accomplish the required tasks. In areas which require both military and civilian personnel, manpower requirements shall be determined as a total.

The highest practicable proportion of Operating Forces to total forces will be maintained. Within the Operating Forces emphasis will be placed on reducing support type positions.

### 4. PERSONNEL UTILIZATION

Management improvement programs will be pursued with a view toward correlating job requirements and personnel qualifications, preventing non-essential or marginal employment, and maintaining the grade requirement of each space consistent with the responsibility thereof.

Civilian personnel will be used in positions which do not require military incumbents for reasons of law, training, security, discipline, rotation, or combat readiness, which do not require a military background for successful performance of the duties involved, and which do not entail unusual hours not normally associated or compatible with civilian employment.

Maximum stability of personnel assignment and minimum rotation or turnover will be maintained to the extent consistent with requirements of training readiness, and morale. Voluntary enlistment and reenlistment will be emphasized and encouraged, in

order to increase the level of training, experience, and combat readiness of our forces, and minimize involuntary induction.

Optimum performance, standards and discipline will be sought at all levels. To this end, command authority will be maintained commensurate with responsibility. Officer and noncommissioned officer responsibility and prestige will be safe-guarded by avoidance of over-centralization, over-supervision, or over-management.

No policy including fiscal policy will be established without full evaluation of its effect on morale and effectiveness of personnel. Manning levels of staffs, headquarters, attache posts, and similar assignments will be maintained at lowest practicable levels.

Travel time and costs will be maintained at lowest levels consistent with other requirements. The number of personnel in non-available status will be held as low as feasible. Specifically, time awaiting transportation, assignment, or trial will be minimized.

Indigenous personnel will be utilized to the maximum extent practicable consistent with security and the necessity of maintaining a high state of readiness.

Necessary steps will be taken to avoid all types of dual staffing of positions.

## 5. FACILITIES AND MATERIEL

In planning the establishment, activation, transfer, deployment or redeployment of units, consideration will be given to availability of facilities, present or planned, for housing, training and support. The phasing of personnel, facilities, equipment, and materiel will be coordinated.

## 6. TRAINING

Training programs will be based on the planned force structure, numbers of personnel presently qualified in each category, and the estimated gains and losses in each occupational category. Training time, costs, and overhead will be maintained as low as is consistent with training requirements. Large fluctuations in training loads will be avoided insofar as feasible.

In connection with the continuous review of standards and requirements for various

types of specialties, emphasis will be given to training needs in critical specialties requiring extended training periods. Stress will be placed on utilizing to best advantage the quality of manpower actually available, particularly mentally qualified and motivated personnel with the required standards for training in special categories. Periods of productive service must be established which will give adequate return for cost of training.

Training in formal or technical schools will be utilized only to the extent to which training requirements exist which cannot be adequately or profitably met by on-the-job training. Formal training should be followed as soon as feasible by on-the-job application of learned skills.

Advanced training for short-term or non-career personnel and post-graduate instruction for officers will be limited to areas meeting definite needs of the Services.

Training facilities should be utilized at maximum practicable efficiency. The length of each course should be minimized to that required to accomplish the primary missions. The input of students should be phased to avoid peak loads, and overall load stabilized so as to permit minimum feasible overhead.

## 7. RESERVE FORCES

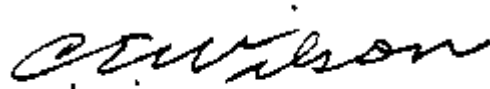
The Reserve components programs will be prepared in accordance with existing laws, on the basis of mobilization requirement, and the feasibility of meeting these requirements in the year programmed.

Personnel having a remaining Ready Reserve service obligation on release from active duty shall be informed immediately prior to such release of their duty, as prescribed by the Universal Military Training and Service Act, as amended, to participate in an accredited training program in the Ready Reserve. Such personnel shall, if qualified, and if a mobilization requirement exists in an available unit, be transferred upon their release from active duty to such unit of the Ready Reserve of the appropriate Reserve component for the remainder of their Ready Reserve service obligation unless sooner released because of availability of replacements.

Personnel participation in Reserve training program in a drill pay status will be limited to those personnel for whom mobilization requirements exist and who have been determined to be available upon mobilization.

Every effort will be made to reduce the turnover of personnel in Reserve units and to bring enlisted-officer ratios, and pay grade distribution within each into balance with requirements.

Emphasis will be placed on improving the training given the Reservists both as to quality and level of instruction and by improved administration within units.

A handwritten signature in cursive script, appearing to read "L. B. Brown".

**Secretary of Defense**